A COMPARATIVE STUDY OF THE JOB SATISFACTION LEVEL OF THE WORKFORCE AND EXECUTIVES IN HINDUSTAN NEWSPRINT LIMITED (HNL), VELLORE, KERALA STATE

INTRODUCTION

Employees' satisfaction and retention are the main and complex task faced by the present organization as the global economy opens numerous opportunities to the qualitative persons. Job Satisfaction is one of the most important factors to be considered by the organizations because it relate to its employees. Modern management concepts find out the importance of human resources of the organization and concluded that this is the most valuable assets in an organization. The present study entitled 'A comparative study of the job satisfaction level of the work force and executives in Hindustan Newsprint Limited (HNL), Vellore, Kerala state". It is a Government of India (Central Public Sector) Enterprise under the administrative jurisdiction of the Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises. HNL was incorporated as a wholly owned subsidiary of the Hindustan Paper Corporation limited (HPC) on June 07, 1983.

OBJECTIVES OF THE STUDY

1. To measure the job satisfaction level of workforce and Executives of HNL on Compensation Packages.
2. To analyse the job satisfaction level of workforce and Executives of HNL on Labour Welfare Measures.
3. To study the Work environment of the organization and measure the satisfaction level of workforce and Executives of HNL on Work environment
4. To analyse the satisfaction level of workforce and Executives of HNL on Training and Development provided by the company.
5. To assess the satisfaction level of workforce and Executives of HNL on Industrial Relations of the company

METHODOLOGY

The Study was descriptive and analytical in nature. Both primary data and secondary data were used for the study. The employees of HNL comprise the population of the study. The employees are grouped into Work force and Executive. The workforce category includes permanent workers, contract labourers and casual labourers. A pre- tested structured interview schedule was used for collecting primary data. 527 samples be (30%) from the population are selected by adopting stratified random sampling technique. Data collected were analyzed with the help of SPSS. Statistical tools like Percentage analysis, Binomial test and Kruskal Wallis test were applied for the purpose of analysis.

FINDINGS OF THE STUDY

For the purpose of analysis of the variables selected for measuring job satisfaction levels are grouped under five constructs viz, Compensation packages, Welfare measures of the employees, Work environment, Training and Development and Industrial Relations. The findings relating to each of the constructs are given below.

I. Compensation packages

The compensation packages are divided into two viz, primary compensation packages and supplementary compensation packages.

1. The overall satisfaction level of the employees on primary compensation and supplementary compensation packages are above the average indicates a relatively high level of satisfaction.
2. i) The test result of the executives clearly indicated that, there was significant difference in the level of satisfaction of all variables on primary compensation except bonus and the norms for wage fixation. The test result of the executives on supplementary compensation packages revealed that there was significant difference in the satisfaction level of all the variables except in the uniform allowance and shoe allowance.

3. ii) with regard to the primary Compensation packages of permanent workers there was significant difference in the level of satisfaction except in the variable norms for wage fixation. On supplementary compensation packages that there was significant difference in satisfaction level on the variables viz, festival allowance, school opening allowance, education allowance, washing allowance, uniform allowance and shift allowance. But in the following variables viz, conveyance allowance and shoe allowance there was no significant difference in the satisfaction level.

iii) In the case of contract labourers and casual labourers there was significant difference in the satisfaction level regarding the wages and timely disbursement of wages. On supplementary compensation packages there was significant difference in the satisfaction level of contract labourers and casual labourers.

II. Welfare measures

The welfare measures are analyzed by dividing it into the following groups viz; Health welfare facilities, Terminal benefits, Recreational facilities, Perquisites and Functioning of town ship.

1. The overall satisfaction of employees on health welfare facilities revealed that the executives and permanent workers have relatively higher satisfaction. The contract labourers and casual labourer's results show a dissatisfaction level.
2. The executives result showed that there was significant difference in the satisfaction level on Health welfare facilities except in the woman welfare measures including the maternity benefits and crèche facilities. There was significant difference in the satisfaction level on health welfare facilities of the permanent workers except women welfare. In the case of contract labourers there was significant difference in the level of satisfaction on the health welfare facilities. But there was no significant difference in the satisfaction level of casual labourers on women welfare including the maternity, and crèche facilities.
3. The overall satisfaction of executives and permanent workers on terminal benefits indicated a comparably high level of satisfaction.
4. The test result in the case of terminal benefits pointed out that there was significant difference in the level of satisfaction of executives on all variables except group insurance scheme. In the case of permanent workers, the variables viz., gratuity scheme, employees' provident fund and pension plan, showed a significant difference in the level of

satisfaction. For other variables viz., group insurance scheme and welfare fund there was no significant difference.

5. The overall satisfaction on recreational facilities shows that both the categories have almost high level of satisfaction.
6. All the variables except entertainment facilities at park and play ground there was significant difference in the satisfaction level of the executives on recreation facilities. There was significant difference in the level of satisfaction of the permanent workers on all variables of recreational facilities except entertainment facilities at park.
7. **T**he overall satisfaction level of employees on perquisites was relatively high.
8. The test result on perquisites indicated that there was significant difference in the satisfaction level of the executives on almost all the variables except Free or subsidized refreshment and family welfare scheme. The test result of the permanent workers revealed that there was significant difference in the level of satisfaction of employees on almost all the variables except holiday homes and post retirement medical benefit.
9. The overall satisfaction level of employees on town ship revealed that executives and permanent work force were proportionately high satisfaction, while the contract labourers were dissatisfied with the facilities available in the town ship. The casual labourers' satisfaction level was comparatively high.
10. The test result of functioning of township showed that there was significant difference in the satisfaction level of the executives on all variables except internet services. There was significant difference in the level of satisfaction among permanent workers in the functioning of town ship. In the case of contract labourers there was significance in the level of satisfaction on all variables except in the banking services and consumer stores and ration stores. There was significant difference in the satisfaction level of casual labourers on all aspect except internet services.

III. Work Environment

The work environment is studied by grouping the variables under different heads such as Physical Facilities at work site, Atmospheric Conditions at work site, Work Schedule, Job Safety and Security, Work Life Balance, Communication, Motivation and Supervision.

1. The level of satisfaction of executives and permanent workers on overall physical facilities is relatively very high and for contract labourers and casual labourers are relatively high.
2. The test results of the executives under physical facilities at work site explained that there was significant difference in the satisfaction level on all aspects except rest room, dining room and room for storing and drying clothes. In the case of the permanent workers on physical facilities at work place indicated that there was significance difference in the satisfaction level. The satisfaction level of contract labourers and casual labourers on physical facilities indicate a significant difference.
3. The overall satisfaction level of contract labourers on atmospheric conditions at work site is comparatively very high as compared to other categories of employees. The level of satisfaction is marginally low in the case of casual labourers than others.
4. On atmospheric conditions at work place there was significant difference in the satisfaction level of executives. The permanent workers satisfaction level indicates a

significant difference on all aspects except temperature control measures. The contract labourers and casual labourers also show a significant difference in the satisfaction level.

5. The overall satisfaction level of employees on work schedule is reasonably very high.
6. On work schedule both of executives and workers satisfaction level is significantly different.
7. The overall satisfaction of employees showed a relatively higher level of satisfaction on job safety and security.
8. The executives' satisfaction on job security and safety imply a significant difference. The satisfaction level of permanent workers was significantly different. There was significant difference in the satisfaction level of contract labourers on job safety and security. The level of satisfaction of casual labourers on all aspects of except periodic examination of appliances and availability of material handling equipments were significantly different.
9. The overall mean score on safety programme of executives and permanent workers are relatively high.
10. The executives' and permanent workers on safety programmes found a significant difference.
11. The overall satisfactions of all the category of employees are relatively high on Work Life Balance.
12. There was significant difference in the satisfaction level of executives, permanent workers, contract labourers and casual labourers on work life balance.
13. Overall satisfaction level of employees on communication indicated that the executives category of employees have a relatively higher satisfaction. The satisfaction level of work force category is fairly high.
14. The executives' satisfaction level on communication system was significantly different and there was significant difference in the satisfaction level of permanent workers, contract labourers and casual labourers on communication.
15. The overall satisfaction of employees on motivation is relatively higher in both the categories of employees.
16. There was significant difference in the satisfaction level of the executives and permanent workers on motivation
17. The overall satisfaction level of executives and permanent workers on supervision is relatively high.
18. The level of satisfaction on supervision for executives is significantly different and there was significant difference in the level of satisfaction of the permanent workers on supervision.

IV. Training and development

1. The executives and permanent workers have relatively high level of satisfaction on training programme.
2. There was significant difference in the level of satisfaction of executives regarding training programmes. There was significant difference in the satisfaction level of permanent workers in the training programme.
3. There was significant difference in the satisfaction level of the executive on all variables considered under the development programme. In the case of permanent workers on the

variables of performance appraisal viz, evaluation criteria and regularity of review of performance there was significant difference in the level of satisfaction.

4. The executives and permanent workers have almost equal high satisfaction with the career development programme.
5. On evaluating the test result of career development programme, there was significant difference in the satisfaction level of executives in the variables of career development opportunities and career development facilities and career planning assistance and was no significance in the level of satisfaction of permanent category of employees on the variables for study under career development programme.

V. Industrial relations

1. **T**he overall satisfaction level of executives and permanent workers are comparatively high on employee relations.
2. There was significant difference in the satisfaction level of the executives and permanent workers in the case of employee relations within the organization.
3. Overall satisfaction level of executives showed a comparatively high level of satisfaction on management relations.
4. In the formation and functioning of various committees, functioning of joint management councils, participation in the welfare and safety programme and democratic control over decisions there was significant difference in the satisfaction level of executive and permanent workers on management relations.
5. The overall satisfaction of executives on distribution of standing orders is comparatively very high and is relatively high in the case of permanent workers.
6. The overall result of both the category of employees showed a relatively high level of satisfaction on discipline and grievance settlement.
7. There was significant difference in the level of satisfaction of executive and permanent workers on the discipline and grievance settlement mechanism.
8. The overall satisfaction level of the executives is relatively very high on social relations. However the satisfaction level of the permanent workers is relatively high.
9. On social relations there was significant difference in the level of satisfaction of the executives and permanent workers.

CONCLUSION

The result of this study shows that there is significant difference in the satisfaction level of different categories of employees on various aspects considered for the study. However, by analyzing the overall satisfaction level of employees of HNL indicates a comparatively higher level of satisfaction. Employee's satisfaction and retention gained more relevance today and the organizations accepted the fact that it becomes competitive in the globalised economy. The challenges in economic development put demands the companies not only to attract employees, but also to retain them and motivate them to attain the higher results.